

FROM THE DIRECTOR ACQUISITION CAREER MANAGEMENT OFFICE

As the Army gears up to fight the war on terrorism, the Army Acquisition and Technology Workforce will be asked, indeed compelled, to respond to ever-changing priorities. First and foremost, we must ensure that the Legacy Force is ready, deployed, and sustained for the coming operations. Repair parts, ammunition, and all categories of supplies will be procured, stocked, deployed, and replenished in support of tactical operations. Program offices and engineers will procure and install the latest hardware and software upgrades on existing systems. Logisticians will handle the myriad of details necessary to ensure that all changes are incorporated into the logistics system and the right "stuff" is delivered to the right place at the right time.

Simultaneously, the transition to the Interim Brigade Combat Teams (IBCTs) needs to be completed and those units made combat ready. This new war will require the Army to operate across the full spectrum of operations. All capabilities must be fully manned and ready for action. Again, the challenges will fall directly on the acquisition workforce to increase the pace of production, integration, fielding, and support for the IBCTs.

As we accomplish all of these actions, defining and planning for the Objective Force continues, now with a greater sense of urgency. The U.S. Army has always been a leader in exploiting technology to improve lethality and survivability, and to offset larger forces on the battlefield. This has not changed; in fact, it is now even more important. Digging enemies out of rugged terrain is a nasty business, as is operating in built-up areas. Our combat forces will need all the enhancements and leverage that technology can provide. Our leadership needs your suggestions on technology that may have been previously overlooked for military application or evolving technology that will give us the decisive edge in times to come.

As in the past, the acquisition workforce is in a position to have real and immediate impact on operations to come. While we mourn the losses of Sept. 11th, 2001, we must still focus our minds and talents on doing all that we can to assist those on the front lines of this war, wherever those lines may fall.

COL Frank C. Davis III
Director
Acquisition Career
Management Office

Program Management Level II Certification

Effective FY02, the Defense Acquisition University's (DAU's) PMT 250 (Program Management Tools course) is required for Program Management Level II certification (only for those who are not already Level II certified). The course lasts 9 weeks and is offered every 2 weeks.

The first 8 weeks and 3 days are reserved for students to complete the first eight modules. They can complete them at their own pace, but must successfully finish the first eight modules at least 5 calendar days prior to the scheduled end date. The class end date is posted on the DAU home page at <http://www.dau.mil> (click on **DAU Virtual Campus**) and on the Army Training Requirements and Resources System (ATRRS).

The critical part of this course is the last 4 scheduled class days, which are Monday through Thursday. During these 4 days, the student must be available full time to participate and successfully complete modules 9 and 10. These modules require the formation of teams and completion of group assignments, and other training is not permitted.

ASK THE ACMO...

Are you interested in select leadership training and experience opportunities? Are you ready to take the step that will completely change your career? Then the Competitive Development Group (CDG) Program is for you. This 3-year professional development training program offers expanded leadership training and experience opportunities for competitively selected GS-12 and -13 (or equivalent personnel demonstration broadband level) Corps Eligible (CE) and Army Acquisition Corps (AAC) members.

The CDG Program provides members with the leadership training, education, and career-broadening experiences necessary to assume future Army acquisition leadership positions. It provides challenging and rewarding developmental assignments and gives members an edge when competing for promotions.

To foster greater interest in the CDG Program, the Acquisition Career Management Office (ACMO) has devoted this Ask The ACMO article to some of the most frequently asked questions about this highly regarded program.

Is it easy to apply? Yes, the only requirements are that an applicant be a CE or an AAC member and be Level III certified in an acquisition career field. Application packages must include a signed Acquisition Career Record Brief (ACRB), a completed Senior Rater Potential Evaluation (SRPE), your three most recent performance appraisals, your resume, a signed mobility statement, a data self-certification form, and your most recent SF-50.

Why should I apply? If you desire career-broadening, multifunctional experiences that will prepare you for a vari-

CAREER DEVELOPMENT UPDATE

ety of acquisition leadership positions, not to mention an increase in your marketability, you should apply. Another reason to apply is that numerous senior-level acquisition positions are expected to be available during the next few years as the result of a large number of retirements.

Is it difficult for you to schedule, or have you been denied, training, education, and developmental opportunities in your current position? Do you want a change? If you answered "yes" to these questions, or if promotional opportunities in your current organization are limited, you should apply to the CDG Program!

Will I have to relocate? Relocation for CDG members is rarely required. To date, all geographic moves have been voluntary (10 since the program's inception in 1997). No CDG members have had to relocate to a nonpreferred geographical region—these moves are only necessary when a member cannot receive the experience necessary to meet the goals and objectives of the AAC and the CDG Program.

"Since I am from the Washington, DC, metro area, there were numerous career-broadening assignments available locally. There was never a fear of having to relocate. I found this to be true when talking to other CDG members as well."

—Steve Tkac, YG01, promoted 2001

What if I don't get promoted after 3 years? Although the program doesn't guarantee promotion, statistics have shown that CDG members have an edge when competing for promotions. Seventy-nine percent of year group (YG) 97 and 74 percent of YG98 personnel have been promoted to GS-14 (or equivalent personnel demonstration broadband level) positions. CDG members are best-qualified applicants selected through a competitive selection board process. Participation in the program increases a CDG member's competitiveness for developmental assignments throughout the acquisition community. Additionally, members are provided centrally managed education and training opportunities designed to provide leadership development experiences in a structured and highly visible program.

"Without the CDG Program, I never would have been promoted as soon as I was. The experience and training that the CDG Program affords its members provides a great competitive edge when competing for job vacancies. The DOD leadership is looking for multifunctional leaders of tomorrow, and the CDG Program prepares you for such a challenge."

—Bernie Gajkowski, YG01, promoted 2001

Is the application package difficult to put together? I don't know if I have time. The application package is not difficult to assemble. Most workforce members already have their resume, a recent SF-50, their ACRB, and their last three performance appraisals. Senior raters fill out the SRPE, and the other forms only require a signature. You can update your ACRB by contacting your regional Acquisition Career Manager (ACM). To identify your ACM or to access these forms, go to <http://dacm.rdaisa.army.mil> and click on **Your Acquisition Career Management Team or Forms**. It's that easy.

"The small amount of time it took to prepare my application package was well worth the challenging and rewarding experiences that the CDG Program offers. Your career is what you make of it, take the next step."

—Amelia Hatchett, YG98, promoted 1999 and 2000

It's too competitive. Do I really have a chance of being selected? Yes, the CDG Program is competitive, and it's designed that way. As a result, it is the premier leadership development program within the AAC. However, if your experience, training, and education demonstrate a desire for continuous learning and career-broadening opportunities, you probably have what it takes to be competitive for this program. The ACMO is looking for individuals who have leadership potential for the 21st century.

My agency managers don't encourage participation in such programs. What should I do? A supervisor's responsibility is to encourage and support his or her employee's career development. In fact, career development is a stated mission of the ACMO and AAC policy. Keep in mind that application and acceptance to the CDG Program does not require your current supervisor's approval. If you are selected for the CDG Program, you are assigned a new position within the Army Acquisition Executive Support Agency's Table of Distribution and Allowances.

For more information about the CDG Program, contact your ACM or contact Maria Holmes at (703) 604-7113 or Maria.Holmes@saalt.army.mil. To determine the name of your ACM or to contact current CDG members, go to the Web site listed previously. This site also addresses a number of misconceptions about the program such as mobility, promotion, and application issues and will help you better understand the benefits of the CDG Program. Please don't pass up this opportunity—take the next step!

45 Graduate From MAM Course

In August 2001, 45 students graduated from the Materiel Acquisition Management (MAM) Course, Class 01-004, at the Army Logistics Management College, Fort Lee, VA. Five international officers were among the students: two from Japan, one from South Korea, one from Malaysia, and one from Romania. The Distinguished Graduate Award was presented to MAJ Vincent F. Malone.

The 7-week MAM Course provides a broad perspective of the materiel acquisition process and implementation and includes a discussion of national policies and objectives that shape the process. Areas of coverage include acquisition concepts and policies, research and development, test and evaluation, financial and cost management, acquisition logistics, force integration, production management, risk assessment, and contract management. Emphasis is on developing midlevel professionals to effectively manage the acquisition process.

Research and development, program management, testing, contracting, requirements generation, logistics, and

production management are some of the materiel acquisition work assignments offered to MAM Course graduates.

PERSCOM Notes...

SSC Selection Board Results

Results of the Senior Service College (SSC) Selection Board were released Aug. 7, 2001. The board selected 23 members of the Army Acquisition Corps (AAC) to attend SSC during academic year (AY) 02/03. Two of the officers selected were revalidated from the AY 01/02 list. The AAC had 382 officers eligible for selection to SSC and had a selection rate of 7.1 percent. The Army selection rate was 7.7 percent.

Selectees were all former or current product managers or acquisition commanders. The majority of selectees (70 percent) were year group (YG) 81-82 officers; the remaining 30 percent were evenly split between YGs 80 and 83. All selectees had at least one command Officer Evaluation Report in their board file. Generally, selectees had an above center of mass (ACOM) or COM(+) performance file overall and a COM(+) performance in command. In addition, selectees had an average of 1.6 command reports in their board file.

Each officer selected for attendance at SSC was sent a letter from the U.S. Total Army Personnel Command's (PERSCOM's) Acquisition Management Branch (AMB) explaining how to access the PERSCOM Officer Career Management Knowledge Center. The letter also contains a synopsis of each SSC and available fellowship. Officers will provide their SSC preferences online through the Knowledge Center. Selectees may choose to attend resident SSC, enroll in the Army War College Distance Education Program for AY 02/03, or decline. SSC selectees normally attend the Army War College, the Air War College, the Acquisition Fellowship at the University of Texas (Austin) (UT-Austin), or the Industrial College of the Armed Forces (ICAF). The latter three choices have limited seats. ICAF and UT-Austin tend to be the two programs for which there are more officers wanting to attend than available seats.

Further, ICAF has special considerations: officers who are joint Service officers and have been awarded an additional skill identifier of 3L are ineligible to attend, and 50 percent plus one of the attendees (by branch) must be assigned to a joint position immediately following school. Therefore, it is important that selectees give as much consideration to their second and following choices as they do to their first choice.

The SSC alternate list is not formally published; however, officers selected as alternates will receive a letter in the December 2001 timeframe that informs them of their status. AMB will only be given the list of officers who are considered high alternates (those officers who are most likely to be activated to attend SSC). AMB does not expect to receive this list until mid-December.

The names of selectees are listed below. An asterisk indicates those officers revalidated from the AY 01/02 SSC list. All selectees are lieutenant colonels.

Abercrombie, Henry
Bonheim, Michael
Brewster, Robert
Chasteen, Gregory
Colon, Angel
Coutteau, Charles
Crizer, Scott
*Davis, Darrell
Driessnack, Charles
Goddette, Timothy
Greene, Harold
Hansen, Richard

Harris, Earnest
Jones, Kermit
Jones, Raymond
McNerney, Catherine
Moshier, Timothy
Mullin, Edward
*Noonan, Kevin
Scarborough, Jess
Sears, George
Sutton, Brian
Williams, Curtis

FY02 Army Experimental Test Pilot Board

A U.S. Total Army Personnel Command (PERSCOM) board will convene on or about Feb. 18, 2002, to select aviators best qualified to participate in the Army Aviation Experimental Test Pilot Training Program. This board will review and select both commissioned and warrant officers. Commissioned officers selected to attend the U.S. Naval Test Pilot School (USNTPS) are automatically accessed into the Army Acquisition Corps, where they will serve for the remainder of their careers. Warrant officers will continue to be managed by PERSCOM's Warrant Officer Division.

For commissioned officers to be eligible, they must have a bachelor's degree in an engineering discipline or hard science, be a captain or major, have at least 7 years of active federal service, be branch-qualified prior to attendance at USNTPS, and have a minimum of 700 hours total flight time.

For warrant officers to be eligible, they must have an associate's degree with above-average grades; have completed college courses in algebra, calculus, differential equations, and physics (or mechanics) with above-average grades; and be a chief warrant officer 2 or higher. In addition, candidates must have completed military education level for current grade prior to attending the test pilot training program, have 1,000 total flight hours, and have sufficient time remaining upon completion of training to complete the Active duty service obligation.

Highly desirable qualifications for commissioned officers include successful completion of college courses in mechanics (solids, fluid, flight), thermodynamics, aerodynamics, control theory, and advanced mathematics, with above-average grades; experience in complex aircraft such as the CH-47, UH-60, AH-64, OH-58D, and/or fixed-wing military aircraft; and rating as an instructor pilot, instrument flight examiner, or maintenance test pilot. Pilot-in-command flight hours are weighted accordingly in the selection process.

Anyone in a position to recommend and endorse an applicant is urged to make a thorough appraisal of that applicant's flying ability, operational experience, motivation, adaptability, and ability to communicate orally and in writing.

CAREER DEVELOPMENT UPDATE

All FY02 Experimental Test Pilot Board applications must be received at PERSCOM no later than Jan. 11, 2002. Applications must include an official transcript of college credits; a copy of the aviator's most current DA Form 759, *Individual Flight Record and Flight Certificate-Army*; and endorsements by an instructor pilot or standardization instructor pilot commenting on the applicant's flying ability. Both commissioned and warrant officer applications should be mailed to Commander, U.S. Total Army Personnel Command, ATTN: TAPC-OPB-E (MAJ Bochonok), 200 Stovall Street, Alexandria, VA 22332-0411.

Experimental test pilot assignments will be based on the Army's needs. Initial tours will be served at the Aviation Technical Test Center, Fort Rucker, AL, or the Aviation Applied Technology Directorate, Fort Eustis, VA. USNTPS graduates will serve in experimental test pilot or organizational staff positions that directly affect the type, design, and configuration of Army aircraft.

For additional information, view our Web site at http://www.perscom.army.mil/OPfam51/experimental_test_pilot_info.htm or contact MAJ Jeff Bochonok at DSN 221-2800, (703) 325-2800, or Jeffrey.Bochonok@hoffman.army.mil; or CW3 Kimberly Young at DSN 221-5251, (703) 325-5251, or Kimberly.Young@hoffman.army.mil.

FY01 Major Promotion Board Results

The FY01 Major Promotion Board results were released Aug. 28, 2001. This article analyzes the board results.

Acquisition Corps Results

Board members reviewed the files of 136 Army Acquisition Corps (AAC) officers in the primary zone of consideration for promotion. From this population, the board selected 111 officers. The resulting primary zone selection rate of 81.6 percent is 2 percent higher than last year. There were 31 AAC officers considered for above-the-zone promotion, and the board selected 17. The above-the-zone AAC selection rate is 54.8 percent, which is 20 percent higher than the Army average of 34.3 percent. In addition, one officer was selected below the zone.

Trends For Selectees

Selection to major is primarily a reflection of how an officer performs in his or her basic branch assignments. Most AAC officers have few, if any, Officer Evaluation Reports (OERs) from acquisition assignments when the Major Promotion Board considers them. Many officers are still completing basic branch assignments, Reserve Officer Training Corps recruiting, Active component/Reserve component assignments, or attending advanced civil schooling. Thus, AAC officers are judged against the same criteria as basic branch officers.

Second lieutenant OERs have been purged from officers' files and were not reviewed by the promotion board. The most important discriminator continues to be company command OERs, and board members appear to use

command reports as the measure of an officer's ability to succeed as a major.

With a majority of the officers receiving "one block" command DA Form 67-8 OERs, the senior rater narrative was extremely important in determining the strength of an OER. Senior rater narratives that quantified an officer's performance when the profile did not, sent a clearer picture to the board on the "true block check" (i.e., best officer in a command, top 5 percent, 3 out of 10.) Additionally, senior rater narratives that focused on an officer's potential were generally more effective than OERs that focused on how the officer performed. Officers with overall center-of-mass (COM) files and "top block" COM command OERs were at risk for promotion. The new DA Form 67-9 OER eliminates the confusion for the board by clearly communicating the senior rater assessment on officers they place above center of mass.

Performance in basic branch assignments, especially company command, appeared to be the board's focus. The message is clear: seek company command, do well, and maintain a high level of performance on all other assignments.

The names of AAC officers selected for promotion to major are shown below. An asterisk indicates a below-the-zone selection.

MAJOR PROMOTION LIST	BRANCH
Acostarobles, H.	SC
Arner, Justine A.	SC
Bailey, Michelle M.	AV
Bamburg, James A.	AV
Barrie, Robert L.	AV
Bassett, Thomas C.	TC
Becker, Glenn B.	AG
Bell, Arrita D.	MI
Boerjan, Robert A.	MI
Bristol, David P.	AV
Cash, Jonathan G.	SF
Cashman, Michael S.	IN
Cathcart, Eric R.	OD
Chambers, Floyd	QM
Clements, Andrew F.	FA
Cote, Courtney P.	AV
Cote, Jeffrey A.	MP
Crockett, Jeffrey L.	SC
Culclasure, Harry R.	FA
Cummins, Robert W.	AG
Davila, Tony O.	MI
Devine, Craig E.	SC
Devries, Lambert D.	FA
Dixon, Ernest III	OD
Dove, Michael J.	OD
Edens, Clayton W.	SF
Ferguson, Cary V.	TC
Ferreira, Jay M.	OD

CAREER DEVELOPMENT UPDATE

Fugate, Thomas M.	AV
Fullmer, Shane N.	AR
Gautreaux, Jay P.	AV
Gloor, Thomas B.	MI
Greene, Willie B.	AG
Grimes, John H.	OD
Hall, Lamar W.	AR
Hall, Richard M.	FA
Harris, Michael W.	FA
Hearon, Robert W.	FA
Helms, Robert A.	MI
Herres, Roger A.	TC
Hight, William B.	FA
Hilton, Norman A.	IN
Hollingsworth, S.	SC
Holmes, Angela M.	AD
Hughes, Frederick J.	QM
Hunt, Kristen L.	SC
Hunt, Philip D.	FA
Hunter, Michael D.	CM
James, Kenneth T.	AG
Jennings, Marvin R.	MI
Johnson, Jason T.	QM
Johnston, Vincent F.	CM
Jones, Richard D.	OD
Kastanek, Kerry W.	MI
Kennedy, James R.	AV
Kim, Yu Shik	AD
Kirk, Eric D.	QM
Krause, Karl S.	FA
Kreun, David R.	MI
LaChance, Eric M.	EN
LaFlamme, Mark H.	IN
Lee, Cedric D.	OD
Lee, Jong Hyuk	AV
Lopez, Harold W.	EN
Ludwig, Steven E.	AR
Lynch, Christopher	AV
Matt, Michael S.	MI
May, Charles H.	EN
McCaa, Ramona M.	MI
McGhee, Alonzo B.	MI
McGuire, Keith Q.	IN
*McRae, Timothy	MI
Messer, Kevin K.	AD
Milner, Michael W.	AR
Minnors, Bradford A.	AG
Mobley, Kevin D.	AV
Morano, Anthony M.	MP
Moses, Kathaleen D.	AD
Munster, Matthew G.	AR

Murrah, Michael R.	EN
Nakano, Victor M.	EN
Nash, Kevin M.	AR
Nix, Timothy G.	SF
Nugent, John O.	AV
Oderkirk, Andrew D.	IN
Odum, Marcus J.	MI
O'Neill, John B.	AV
Parodi, Michael A.	SC
Passapera, Pedro R.	SC
Perkins, Russell B.	IN
Perry, Sharlene J.	OD
Peterson, Samuel L.	AR
Phillips, Mark E.	QM
Piatt, Eric A.	SC
Pooler, Susan D.	MI
Rew, Scott A.	OD
Riddick, James A.	MI
Robare, William M.	AD
Robison, Bryan S.	IN
Rodriguez, Michael	MI
Russell, William M.	MI
Sanner, Michelle A.	SC
Santiago, Derek A.	TC
Schertler, Patrick	AV
Schirmer, James W.	AV
Schliesman, Steven	AG
Shepard, Benny L.	AD
Sherman, Cynthia M.	MI
Shore, Thomas F.	QM
Sigler, Robert R.	CM
Smalls, Douglas E.	MI
Smith, Charles H.	AG
Smith, Keith A.	IN
Stephan, Allen H.	AV
Stephens, Bryan J.	MP
Stewart, Maurice H.	SC
Sumner, Lance L.	SC
Terrell, Paul D.	AR
Tschida, Carol M.	AV
Tyler, Scott A.	AR
Tyson, Rodney D.	QM
Vanyo, Kevin A.	AR
Vitale, Joseph L.	AG
Wall, Steven T.	SC
Watiti, Tom W.	SC
Williams, Kevin D.	AV
Williamson, John K.	IN
Witherspoon, Willie	FA
Wizner, Anthony M.	AR

CAREER DEVELOPMENT UPDATE

FY02 COL/GS-15 PM/AC Slate

The U.S. Total Army Personnel Command recently released the FY02 Colonel (COL)/GS-15 project manager (PM)/acquisition command (AC) slate. Unless otherwise indicated, all of the personnel listed below are lieutenant colonel promotable.

NAME	SLATE
Bianca, Damian P.	NATIONAL MISSILE DEFENSE GROUND BASED INTERCEPTOR
Bianco, Stephen G.	CONTRACTING COMMAND KOREA
Bowman, Michael	NIGHT VISION/RECONNAISSANCE SURVEILLANCE AND TARGET ACQUISITION
Buck, Stephen D.	SIGNALS WARFARE
Burke, John D.	TACTICAL UNMANNED AERIAL VEHICLES
Crosby, William T.	CARGO HELICOPTERS
Defatta, Richard P.	SHORT RANGE AIR DEFENSE
Dietrick, Kevin M.	WARFIGHTERS SIMULATION
Ernst, Adolph H. III	GROUND APPLICATIONS PROGRAM OFFICE
Fox, Steven G.	TACTICAL EXPLOITATION OF NATIONAL CAPABILITIES
Gavora, William M.	AVIATION APPLIED TECHNOLOGY DIRECTORATE
Grotke, Mark L.	DCMC SPRINGFIELD
Heine, Kurt M.	JOINT LAND ATTACK CRUISE MISSILE DEFENSE ELEVATED NETTED SENSOR SYSTEM
Hrdy, Russell J.	CRUSADER
Janker, Peter S.	FIRE SUPPORT ARMAMENTS CENTER
Johnson, Michael E. (COL)	JOINT BALLISTIC MISSILE TARGETS
Kallam, Charles T.	DEFENSE CONTRACT MANAGEMENT COMMAND (DCMC) MIDDLE EAST
Martin, Edwin H.	DCMC SAN FRANCISCO
Maxwell, Jody A. (COL)	COMMON MISSILE
McCoy, Curtis L.	BRADLEY FIGHTING VEHICLE SYSTEMS
Mills, Ainsworth B.	DCMC PHILADELPHIA
Nenninger, Gary S. (CIV)	AVIATION MAINTENANCE SUPPORT SYSTEMS
Noonan, Kevin S.	COMBINED ARMS TACTICAL TRAINERS
Pallotta, Ralph G.	APACHE ATTACK HELICOPTER
Pecoraro, Joseph E.	DEFENSE SUPPLY SERVICE WASHINGTON
Price, Nancy L.S.	DEFENSE COMMUNICATIONS AND ARMY TRANSMISSION SYSTEMS
Rasmussen, Valerie A.	INFORMATION SYSTEMS DEVELOPMENT CENTER, FORT LEE
Schmidt, Rodney H.C.	DCMC RAYTHEON
Sledge, Nathaniel H.	ARTILLERY MUNITIONS SYSTEMS
Smith, Michael	NATIONAL MISSILE DEFENSE X-BAND RADAR
To Be Announced	DEFENSE COMMUNICATIONS AND ARMY SWITCHED SYSTEMS
Sutton, James C. (CIV)	MINES, COUNTERMINE, AND DEMOLITIONS

La Salle University Recognizes USAMRICD

Philadelphia-based La Salle University and the U.S. Army Medical Research Institute of Chemical Defense (USAMRICD) are working together for mutual benefit thanks to the efforts of Dr. Gerald P.H. Ballough from La Salle and Dr. Margaret Filbert from USAMRICD.

During university recesses over the past 7 years, Ballough, an Associate Professor of Biology at La Salle University and former National Research Council Associate at USAMRICD, has returned to the Neurotoxicology Laboratory at USAMRICD to continue his research. Currently concentrating on ways to circumvent damage from nerve agent exposure, Ballough and Filbert conduct research and offer guidance to student researchers, many of whom are among the top science majors at La Salle.

Recognizing the research education contributions of USAMRICD to La Salle students, the university presented

an engraved plaque to both Filbert and USAMRICD.

"Thank you to the U.S. Army Medical Research Institute of Chemical Defense for providing excellent research and career opportunities to La Salle students over the last 6 years. We look forward to many more years of continued cooperation," said Dr. Margaret MacManus, Dean of La Salle University's School of Arts and Sciences.

COL James A. Romano Jr. accepted the award on behalf of MRICD, thanked the university for the recognition, and acknowledged the efforts of Ballough and other institute researchers and staff who participate in guiding future scientists. He said that the institute strives to provide a bridge for young scientists and encourages research for the benefit of American soldiers and U.S. allies. In addition, he acknowledged the efforts of Ballough and the entire team of scientists at USAMRICD, many of whom recruit bright talent and offer encouragement and guidance to summer hires and interns.